



**MGMT 1135  
Managerial Accounting &  
Finance  
COURSE SYLLABUS  
Online  
Spring Semester 2016**

Semester: Spring 2016  
Course Title: Managerial Accounting & Finance  
Course Number: MGMT 1135  
Credit Hours/ Minutes: 3/2250

Class Location: GVTC/Blackboard  
Class Meets: Via Internet / 15 weeks  
CRN: 40072

Instructor: Vicki Spivey  
Office Hours: 10:00—11:30 and 2:00—4:00 Monday-Thursday  
Office Location: Office 831 Gillis Building  
Email Address: [vspivey@southeasterntech.edu](mailto:vspivey@southeasterntech.edu) (Preferred communication from students)  
Phone: 912-538-3175  
Fax Number: 912-538-3106

**REQUIRED TEXT:** Managerial ACCT 2, Sawyer, Jackson/Jenkins, 2013, Cengage, 1-111-82269-7

**REQUIRED SUPPLIES & SOFTWARE:** Black, blue or red ink pens, no. 2 lead pencils, erasers, thumb drive, jump drive, USB, etc., and 3-subject notebook, Browser should be IE 7 or higher or Mozilla Firefox 2.0 or higher.

Note: Although students can use their smart phones and tablets to access their online course(s), exams, discussions, assignments, and other graded activities should be performed on a personal computer. Neither Blackboard nor GVTC provide technical support for issues relating to the use of a smart phone or tablet so students are advised to not rely on these devices to take an online course.

**COURSE DESCRIPTION:** The focus of this course is to acquire the skills and concepts necessary to use accounting information in managerial decision making. Course is designed for those who will use, not necessarily prepare, accounting information.

**MAJOR COURSE COMPETENCIES:** Those applications include the use of information for short and long term planning, operational control, investment decisions, cost and pricing products and services. An overview of financial accounting and basic concepts of finance provides an overview of financial statement analysis.

**PREREQUISITE(S):** Program Admission

**COURSE OUTLINE:**

1. Use of information for Short and Long Term Planning
2. Operational Control
3. Investment Decisions
4. Cost and Pricing Products and Services
5. Overview of Financial Statement Analysis

**GENERAL EDUCATION CORE COMPETENCIES:** STC has identified the following general education core competencies that graduates will attain:

1. The ability to utilize standard written English.
2. The ability to solve practical mathematical problems.
3. The ability to read, analyze, and interpret information.

All students pursuing a degree, a diploma, or a Technical Certificate of Credit with a General Education component will be required to pass the General Education Competency Exams prior to graduation.

**STUDENT REQUIREMENTS (Online):** Students are expected to complete all work required by the instructor, and to attend the required proctored campus exam. The student is expected to complete all work each week. Exams and assignments must be completed on the specified date. There are no makeup exams and students who miss an exam will be assigned a grade of zero. Assignments may be turned in early and exams are posted for 7 days. Please do not wait until the last moment to submit in case you have Internet problems with your computer. Homework Assignments **will not be graded after the due date on Mondays at 11:59 pm resulting in a zero (0)**. Class participation is required for successful completion of the course. All online students must pledge that they have read and understand the *STC Catalog* within the first three days of class. **Online students are responsible for checking e-mails and Blackboard announcements DAILY Monday-Thursday**. Books are required on the **first day** of the semester.

**ONLINE ATTENDANCE:** It is the student's responsibility to be academically engaged each week doing course related activities. The completion dates of these activities will be used to determine a student's last date of attendance in the event a student withdraws, stops attending, or receives an F in a course. Students will not be withdrawn by an instructor for attendance; however, all instructors will keep records of graded assignments and student participation in course activities. Students will be expected to complete all work required by the instructor as described in the individual course syllabus.

Students will have at least one week to complete tests and assignments. All tests and homework assignments are due before 11:59 pm on Monday of each week. Exceptions to the due dates of assignments due to jury duty, military duty, court duty, or required job training will be made at the discretion of the instructor.

**SPECIAL NEEDS ADDENDUM:** *Students with disabilities who believe that they may need accommodations in this class based on the impact of a disability are encouraged to contact Jan Brantley, Room 1208 Swainsboro Campus, 478-289-2274, or Helen Thomas, Room 108 Vidalia Campus, 912-538-3126, to coordinate reasonable accommodations.*

## **PREGNANCY**

Southeastern Technical College does not discriminate on the basis of pregnancy. However, we can offer accommodations to students who are pregnant that need special consideration to successfully complete the course. If you think you will need accommodations due to pregnancy, please advise me and make appropriate arrangements with the Special Needs Office. Swainsboro Campus: Jan Brantley Room 1208 (478) 289-2274 -- Vidalia Campus: Helen Thomas Room 108 (912) 538-3126.

**WITHDRAWAL PROCEDURE:** Students wishing to officially withdraw from a course(s) or all courses after the drop/add period and prior to the 65% portion of the semester (date will be posted on the school calendar) must speak with a Career Counselor in Student Affairs and complete a Student Withdrawal Form. A grade of "W" is assigned when the student completes the withdrawal form from the course.

Students who are dropped from courses due to attendance (see your course syllabus for attendance policy) after drop/add until the 65% point of the semester will receive a "W" for the course. Abandoning a course(s) instead of following official withdrawal procedures may result in a grade of 'F' being assigned.

After the 65% portion of the semester, the student will receive a grade for the course. (Please note: A zero will be given for all missed assignments.)

There is no refund for partial reduction of hours. Withdrawals may affect students' eligibility for financial aid for the current semester and in the future, so a student must also speak with a representative of the Financial Aid Office to determine any financial penalties that may be assessed due to the withdrawal. All grades, including grades of 'W', will count in attempted hour calculations for the purpose of Financial Aid.

**Remember** - Informing your instructor that you will not return to his/her course does not satisfy the approved withdrawal procedure outlined above.

**PROCTORED EVENT REQUIREMENT(S) (Online):** In order to validate student identity for all online courses, students enrolled in online courses are required to complete one proctored event per online course. The proctored event may be a major exam, assignment, or presentation, etc. that will count a **minimum of 20% of the course grade**. Online students will be required to take the Proctored Event on the instructor's home campus; the event will be monitored by the instructor or another STC employee. Students must attend one of the scheduled proctored sessions and will need to make arrangements with work, childcare, etc. The specific dates of the proctored event are scheduled on the Lesson Plan/Calendar for the online course. Students living further than 75 miles from campus who cannot come to Southeastern Tech for the event must secure an approved proctoring site. The site and the proctor must meet Southeastern Technical College's requirements (instructor will provide more information and necessary forms if this is the case). Note: Students taking proctored events off campus will utilize the Proctor Scheduling and Approval Form found in Blackboard within the Getting Started/Start Here and Proctoring Event area. The completed form should be submitted to the course instructor a minimum of two weeks prior to the proctored event. If approved, the instructor will notify the proctor.

Students arranging off-campus proctoring must take the event on the same day(s) it is originally scheduled. Students who do not complete the proctored event as scheduled must submit a valid documented excuse within three business days after the scheduled event. If the excuse is approved, students must make arrangements with the instructor to makeup/reschedule the missed event. The penalty and makeup instructions will be at the instructor's discretion. **Students who do not complete the proctored event will receive an F in the course.**

As published on STC's website, any expenses incurred to obtain a proctor will be the responsibility of the student; however, students are not charged a proctoring fee when taking the proctored exam on the campus of Southeastern Tech. Most of Georgia's technical colleges do not charge to proctor exams for students enrolled in other TCSG colleges. Students who are enrolled at Southeastern Technical College and live out of the state of Georgia or out of the country could incur a proctoring charge. However, in that instance, the instructor would assist the student in locating the least expensive proctor.

**The required proctored exam for this class is April 6, Wednesday, at 8:30 am in the Medical Technology (Gillis Building) on the Vidalia campus or April 7, Thursday, at 2:30 pm Building 8, Lab 8141 on the Swainsboro campus. You must come by office 831 to sign in on the Vidalia campus. Chapters 9-10 will be covered on the computerized proctored exam. You must attend on one of the two days listed or you will receive an F in the course. There are no makeup proctored exams.**

**EXIT EXAM:** All students are required to take the Exit Exam during their last semester.

**MAKEUP GUIDELINES:** **No make-up exams are allowed and there are no exceptions.** If Internet or browser failure occurs, contact the instructor immediately by email. A decision will be made at that time if the exam will be reset. Only one test will be reset per semester if the instructor is notified in time according to the instructions in Blackboard. Homework Assignments **will not be graded after the due date (Monday at 11:59 pm) resulting in a zero (0).**

**ACADEMIC DISHONESTY POLICY:** The STC Academic Dishonesty Policy states All forms of academic dishonesty, including but not limited to cheating on tests, plagiarism, collusion, and falsification of

information, will call for discipline. The policy can also be found in the STC Catalog and Student Handbook.

### **Procedure for Academic Misconduct**

The procedure for dealing with academic misconduct and dishonesty is as follows:

#### **--First Offense--**

Student will be assigned a grade of "0" for the test or assignment. Instructor keeps a record in course/program files and notes as first offense. The instructor will notify the student's program advisor, academic dean, and the Registrar at the student's home campus. The Registrar will input the incident into Banner for tracking purposes.

#### **--Second Offense--**

Student is given a grade of "WF" for the course in which offense occurs. The instructor will notify the student's program advisor, academic dean, and the Registrar at the student's home campus indicating a "WF" has been issued as a result of second offense. The Registrar will input the incident into Banner for tracking purposes.

#### **--Third Offense--**

Student is given a grade of "WF" for the course in which the offense occurs. The instructor will notify the student's program advisor, academic dean, and the Registrar at the student's home campus indicating a "WF" has been issued as a result of second offense. The Vice President for Student Affairs, or designee, will notify the student of suspension from college for a specified period of time. The Registrar will input the incident into Banner for tracking purposes.

**STATEMENT OF NON-DISCRIMINATION:** Southeastern Technical College does not discriminate on the basis of race, color, creed, national or ethnic origin, gender, religion, disability, age, disabled veteran, veteran of Vietnam Era or citizenship status, (except in those special circumstances permitted or mandated by law). This school is in compliance with Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, or national origin; with the provisions of Title IX of the Educational Amendments of 1972, which prohibits discrimination on the basis of gender; with the provisions of Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of handicap; and with the American with Disabilities Act (ADA).

**GRIEVANCE PROCEDURES:** Grievance procedures can be found in the Catalog and Handbook located on STC's website.

**ACCESS TO TECHNOLOGY:** Students can now access Blackboard, Remote Lab Access, Student Email, Library Databases (Galileo), and BannerWeb via the mySTC portal or by clicking the Current Students link on the STC website at [www.southeasterntech.edu](http://www.southeasterntech.edu).

### **GRADING POLICY**

Homework Assignments	45%
Discussion Board	10%
Tests	25%
Proctored Exam	20%

### **GRADING SCALE**

A: 90-100
B: 80-89
C: 70-79
D: 60-69
F: 0-59

### **TCSG GUARANTEE/WARRANTY**

**STATEMENT:** *The Technical College System of Georgia guarantees employers that graduates of State Technical Colleges shall possess skills and knowledge as prescribed by State Curriculum Standards. Should any graduate employee within two years of graduation be deemed lacking in said skills, that student shall be retrained in any State Technical College at no charge for instructional costs to either the student or the*

### **DISCUSSION BOARD GRADING RUBRIC**

<b><u>No. of Posts</u></b>	<b><u>No. of Replies</u></b>	<b><u>Initial Grade</u></b>	<b><u>Errors</u></b>	<b><u>Point Reduction</u></b>
1 or more	1 or more	<b>100</b>	Spelling	-5 each
1 or more	0	<b>50</b>	Grammatical	-5 each
0	0	<b>0</b>	Length (4-5 min over 7 words each)	-20 per sentence
			Thoughtful Content	-20 per sentence

*employer.*

**MGMT 1135 Managerial Accounting & Finance  
 SPRING SEMESTER 2016 LESSON PLAN**

Date	Chap / Less	Content	Assignments & Tests Due	Comp Area
Jan 11	Ch 1	Introduction to Managerial Accounting Accounting Information A Comparison of Financial and Managerial Accounting External Users Internal Users The Functional Areas of Management The Information Needs of Internal and External Users The Role of the Managerial Accountant Relevant Factors and Decision Making Relevant Costs Sunk Costs Opportunity Costs Ethics and Decision Making Ethics Programs Corporate Wrongdoing Sarbanes-Oxley Act of 2002	Type Student Pledge  Type Student Introduction  Work on Chapter 1 Homework  Work on Ch 1 Discussion Board	A, C, 1
12				
13				
14				
18	Ch 2	Product Costing: Manufacturing Processes, Cost Terminology, and Cost Flows The Production Process Manufacturing in a Traditional Environment Lean Production and Manufacturing in a JIT Environment Product Costs in a Manufacturing Company Direct Materials Direct Labor Manufacturing Overhead Nonmanufacturing Costs Cost Flows in a Manufacturing Company—Traditional Environment with Inventory Cost Flows in a Manufacturing Company—JIT Environment Merchandising Companies and the Cost of Products Service Companies and the Cost of Services Product Costs and Period Costs	Chapter 1 Homework & Discussion Board due  Work on Chapter 2 Homework  Work on Ch 2 Discussion Board	A, C, 2
19				
20				
21				
25	Ch 3	Job Costing, Process Costing, and Operations Costing Product Costing Systems Job Costing Process Costing Operations Costing Basic Job Costing for Manufacturing and Service Companies Measuring and Tracking Direct Materials Manufacturing Overhead Cost Drivers and Overhead Rates Plantwide Overhead Rates The Use of Estimates Predetermined Overhead Rates The Problem of Over- and Underapplied Overhead	Chapter 2 Homework & Discussion Board due  Chapters 1-2 Test posted 01/25—02/01  Work on Chapter 3 Homework  Work on Ch 3 Discussion Board	A, C, 4

		<p><b>Basic Process Costing</b>  <b>Materials, Labor, and Overhead Cost Journal Entries</b>  <b>Additional Topics in Process Costing</b>  <b>First-In, First-Out (FIFO)</b></p> <p><b>FIFO with Different Percent of Completion for DM and CC</b>  <b>Weighted Average Method</b>  <b>Weighted Average with Different Percentages of Completion for DM and CC</b>  <b>Allocation of Service Department Costs to Production Departments</b>  <b>The Direct Method</b>  <b>The Step-Down or Sequential Method</b></p>		
26				
27				
28				
Feb 1	Ch 4	<p><b>Activity-Based Costing</b>  <b>Unit, Batch, Product, and Facility-Level Costs</b>  <b>Activity-Based Costing</b>  <b>Stage 1—Identification of Activities</b>  <b>Stage 2—Identification of Cost Drivers</b>  <b>ABC Systems in Nonmanufacturing Environments</b>  <b>Traditional Overhead Allocation and ABC-An Example</b>  <b>TopSail’s Stage 1: Identification of Activities</b>  <b>TopSails’ Stage 2: Identification of Cost Drivers and Allocation of Costs</b>  <b>Benefits and Limitations of ABC</b></p>	<p><b>Ch 1-2 Test due</b></p> <p><b>Chapter 3 Homework &amp; Discussion Board due</b></p> <p><b>Work on Chapter 4 Homework</b></p> <p><b>Work on Ch 4 Discussion Board</b></p>	A, C, 5
2				
3				
4				
8	Ch 5	<p><b>Cost Behavior</b>  <b>Fixed and Variable Costs</b>  <b>Step Costs</b>  <b>Relevant Costs and Cost Behavior</b>  <b>The Cost Equation</b>  <b>Mixed Costs</b>  <b>Regression Analysis</b>  <b>Estimating Regression Results with the High-Low Method</b>  <b>The Impact of Income Taxes on Costs and Decision Making</b>  <b>After-Tax Costs and Revenues</b>  <b>Before- and After-Tax Income</b>  <b>A Comparison of Absorption Costing and Variable Costing</b>  <b>Absorption Costing</b>  <b>Variable Costing</b>  <b>The Impact of Absorption Costing and Variable Costing on the Income Statement</b>  <b>Year 1 Income Comparison</b>  <b>Year 2 Income Comparison</b>  <b>Year 3 Income Comparison</b>  <b>Variable Costing and Decision Making</b>  <b>Choosing the Best Method for Performance Evaluation</b>  <b>Advantages of Variable Costing</b></p>	<p><b>Chapter 3-4 Test posted 02/08—02/15</b></p> <p><b>Chapter 4 Homework &amp; Discussion Board due</b></p> <p><b>Work on Chapter 5 Homework</b></p> <p><b>Work on Ch 5 Discussion Board</b></p>	A, C, 3
9				
10				
11				

15	Ch 6	<b>Cost-Volume-Profit Analysis</b> <b>The Contribution Margin and Its Uses</b> <b>Contribution Margin per Unit</b> <b>Contribution Margin Ratio</b> <b>What-If Decisions Using CVP</b> <b>Option 1—Reduce Variable Costs</b> <b>Option 2—Increase Sales Incentives (Commissions)</b> <b>Option 3—Change Game Features and Increase Advertising</b> <b>Break-Even Analysis</b> <b>Break-Even Calculations with Multiple Products</b> <b>Target Profit Analysis (Before and After-Tax)</b> <b>The Impact of Taxes</b> <b>Cost Structure and Operating Leverage</b> <b>Operating Leverage</b>	<b>Ch 3-4 Test due</b>  <b>Chapter 5 Homework &amp; Discussion Board due</b>  <b>Work on Chapter 6 Homework</b>	A, C, 6
16				
17				
18				
22	Ch 7	<b>Relevant Costs and Product Planning Decisions</b> <b>Special Orders</b> <b>Outsourcing and Other Make-or-Buy Decisions</b> <b>Strategic Aspects of Outsourcing and Make-or-Buy Decisions</b> <b>The Make-or-Buy Decision</b> <b>The Decision to Drop a Product or a Service</b> <b>Resource Utilization Decisions</b> <b>The Theory of Constraints</b> <b>Decisions to Sell or Process Further</b>	<b>Chapters 5-6 Test posted 02/22—02/29</b>  <b>Chapter 6 Homework Due</b>  <b>Work on Chapter 7 Homework</b>	A, C, 7
23				
24				
25				
29	Ch 8	<b>Long-Term (Capital Investment) Decisions</b> <b>Net Present Value</b> <b>Internal Rate of Return</b> <b>The Problem of Uneven Cash Flows</b> <b>Key Assumptions of Discounted Cash Flow Analysis</b> <b>The Importance of Qualitative Factors</b> <b>Screening Decisions and Preference Decisions</b> <b>Profitability Index</b> <b>The Impact of Taxes on Capital Investment Decisions</b> <b>The Depreciation Tax Shield</b> <b>The Payback Method</b>	<b>Ch 5-6 Test due</b>  <b>Chapter 7 Homework Due</b>  <b>Work on Chapter 8 Homework</b>	A, C, 8
Mar 1				
2				
3				
7	Ch 9	<b>The Use of Budgets in Planning and Decision Making</b> <b>The Budget Development Process</b> <b>Participation in the Budget Development Process</b> <b>Behavioral Implications of Budgeting</b> <b>Advantages of Budgeting</b> <b>The Master Budget</b> <b>The Sales Budget</b> <b>Production Budget</b> <b>Material, Labor, Overhead, and Selling and Administrative Expense Budgets</b> <b>Material Purchases Budget</b>	<b>Chapter 7-8 Test posted 03/07—03/14</b>  <b>Chapter 8 Homework Due</b>  <b>Work on Chapter 9 Homework</b>	A, C, 9



		<b>Direct Labor Budget</b> <b>Manufacturing Overhead Budget</b> <b>Selling and Administrative Expense Budget</b> <b>Cash Budgets</b> <b>Why Focus on Cash?</b> <b>The Cash Receipts Budget—Sales</b> <b>The Cash Disbursements Budget—Manufacturing Costs</b> <b>Summary Cash Budget</b> <b>Budgeted Financial Statements</b> <b>Budgets for Merchandising Companies and Service Companies</b> <b>Static versus Flexible Budgets</b>		
8				
9				
10				
14	Ch 10	<b>Variance Analysis—A Tool for Cost Control and Performance Evaluation</b> <b>Standard Costing</b> <b>Ideal versus Practical Standards</b> <b>Use of Standards by Nonmanufacturing Organizations</b> <b>Flexible Budgeting with Standard Costs</b> <b>Flexible Budget Variance</b> <b>Sales Price Variance</b> <b>Selling and Administrative Expense Variance</b> <b>Variable Manufacturing Cost Variances</b> <b>The Variable Analysis Model</b> <b>Direct Material Variances</b> <b>Direct Material Price Variance</b> <b>Direct Material Usage Variance</b> <b>Direct Material Variances When Amount Purchased Differs from Amount Used</b> <b>Direct Labor Variances</b> <b>Variable Overhead Variances</b>	<b>Ch 7-8 Test due</b>  <b>Chapter 9 Homework Due</b>  <b>Work on Chapter 10 Homework</b>	A, ,C, 10
15				
16				
17				
21			Chapter 10 Homework Due	
22		<b>Study for Proctored Exam</b>		
23				
24				
28		SPRING BREAK		
29		SPRING BREAK		
30		SPRING BREAK		
31		SPRING BREAK		
Apr 4				
5				
6		Proctored Exam: 8:30 am on the <a href="#">Vidalia Campus</a> (see syllabus for details)	Chapters 9-10	A, C, 1-7
7		Proctored Exam: 2:30 pm on the <a href="#">Swainsboro Campus</a> (see syllabus for details)	Chapters 9-10	A, C, 1-7

11	Ch 11	<b>Decentralization, Performance Evaluation, and the Balanced Scorecard</b> <b>Management of Decentralized Organizations</b> <b>Benefits of Decentralization</b> <b>Drawbacks of Decentralization</b> <b>Responsibility Accounting and Segment Reporting</b> <b>Cost, Revenue, Profit, and Investment Centers</b> <b>Cost Centers</b> <b>Revenue Centers</b> <b>Profit Centers</b> <b>Investment Centers</b> <b>Profit Center Performance and Segmented Income Statements</b> <b>Divisions</b> <b>Investment Centers and Measures of Performance</b> <b>Return on Investment</b> <b>Example</b> <b>Residual Income</b> <b>Decentralization and Performance Evaluation in a Multinational Company</b> <b>Performance Evaluation Using the Balanced Scorecard</b> <b>Financial Perspective</b> <b>Customer Perspective</b> <b>Internal Business Perspective</b> <b>Learning-and-Growth Perspective</b> <b>Measuring and Controlling Quality Costs</b> <b>The Costs of Quality</b> <b>Minimizing Quality Costs</b> <b>Performance and Management Compensation Decisions</b> <b>Cash Compensation</b> <b>Stock-Based Compensation</b> <b>Noncash Benefits and Perks</b> <b>Measuring and Rewarding Performance in a Multinational Environment</b>	<b>Work on Chapter 11 Homework</b>	<b>A, ,C, 11</b>
12				
13				
14				
18	Ch 12	<b>Financial Statement Analysis</b> <b>Why Analyze Financial Statements?</b> <b>Limitations of Financial Statement Analysis</b> <b>The Impact of Inflation on Financial Statement Analysis</b> <b>Horizontal Analysis</b> <b>Vertical Analysis</b> <b>Ratio Analysis—Liquidity Ratios</b> <b>Current Ratio</b> <b>Quick Ratio</b> <b>Ratio of Cash Flows from Operations to Current Liabilities</b> <b>Accounts Receivable Analysis</b> <b>Inventory Analysis</b> <b>Cash-to-Cash Operating Cycle Ratio</b> <b>Ratio Analysis—Solvency Ratios</b> <b>Debt-to-Equity Ratios</b> <b>Times-Interest-Earned Ratio</b> <b>Debt Service Coverage Ratio</b> <b>Cash Flow from Operations to Capital Expenditures Ratio</b> <b>Ratio Analysis—Profitability Ratios</b> <b>Return on Assets</b> <b>Return on Common Stockholder's Equity</b> <b>Earnings Per Share</b> <b>Price Earnings Ratio</b>	<b>Chapter 11 Homework Due</b>	<b>A, C, 12</b>

		<b>Read Only</b>	
<b>19</b>			
<b>20</b>			
<b>21</b>			
<b>25</b>	<b>Ch 13</b>	<b>Read Only Appendix A Read Only Appendix B Read Only</b>	<b>A, C, 13</b>
<b>26</b>			
<b>27</b>			
<b>28</b>			
<b>May 2</b>		<b>SEMESTER ENDS</b>	

**Instructor reserves the right to make any changes needed to the syllabus and lesson plan.**

**\* Competency Areas:**

1. Introduction to Managerial Accounting
2. Product Costing
3. Cost Behavior
4. Job Costing, Process Costing, and Operations Costing
5. Activity-Based Costing
6. Cost-Volume-Profit Analysis
7. Relevant Costs and Product Planning Decisions
8. Long-Term (Capital Investment) Decisions
9. Budgets
10. Variance Analysis
11. Decentralization, Performance Evaluation & Balanced Scorecard
12. Financial Statement Analysis
13. The Statement of Cash Flows

**\*\*General Core Educational Competencies**

- a) The ability to utilize standard written English.
- b) The ability to solve practical mathematical problems.
- c) The ability to read, analyze, and interpret information.